
WINTER CLASSES

January, February, March 2001

Performance Development - HR

Supervisory Skills Courses

The Supervisory Role in Managing Employee Issues (HR643)

This course provides supervisors with a clear understanding of the laws governing the workplace and the necessary skills to handle difficult employee issues.

You will benefit by: learning how to effectively manage issues such as poor performance, excessive absenteeism, misconduct, safety violations, sexual harassment, fitness for duty and union issues. You will also learn the importance of proper documentation and the application of corrective action. Argonne-specific case examples are used to reinforce key concepts.

Schedule: Thursday, March 29, 9:00–3:30 p.m. in Building 212, Room A157

Who Should Attend: Supervisors, managers, group leaders and foremen

Format: Video, group discussion and facilitated case studies presented by HR Employee Relations, Performance Development, and the Diversity Program Office

Cost: No cost to division

Performance Management (HR561)

This course provides supervisors with the essential communication tools to more effectively manage, document and influence the performance of employees.

You will benefit by: developing employee performance objectives that are specific, consistent, timely and attainable, documenting performance based on behavioral anchors, writing performance appraisals based on specific, observable behavior, and conducting effective performance reviews.

Schedule: Tuesday, February 6, 1:00-4:30 p.m. in Building 201, Room 190

Who Should Attend: Supervisors, managers, group leaders and foremen

Format: Video, group exercises and facilitated group discussion presented by Performance Development

Cost: No cost to division

Coaching For Maximum Performance (HR634)

This course helps supervisors refine the skills required to deliver positive feedback to increase employee productivity and maximize performance and to counsel direct reports through the application of corrective feedback. **You will benefit by:** identifying the causes of poor employee performance, developing a clearer understanding of employee behavior and values, planning and conducting a practice coaching session, and preparing for a coaching session to be conducted with one of your direct reports.

Schedule: This half-day course is not scheduled this quarter; call 2-3410 to be placed on the waitlist.

Who Should Attend: Supervisors, managers, group leaders and foremen

Format: Video, group exercises and facilitated group discussion presented by Performance Development

Cost: \$25 for participant materials

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Leadership & Motivation (HR641)

Through this course participants develop an understanding of leadership as a process of influencing the behavior of others and learn how to apply a motivation model to create an atmosphere conducive to encouraging employee motivation. **You will benefit by:** analyzing the characteristics of leadership, applying a motivation model to create a work environment that fosters highly-motivated employees, understanding that employee motivation is internal to each individual employee, and increasing your personal motivation.

Schedule: This half-day course is not scheduled this quarter; call 2-3410 to be placed on the waitlist.

Who Should Attend: Supervisors, managers, group leaders and foremen

Format: Video, group exercises and facilitated group discussion presented by Performance Development

Cost: \$25 for participant materials

Introduction to Team Building for New Supervisors (HR631)

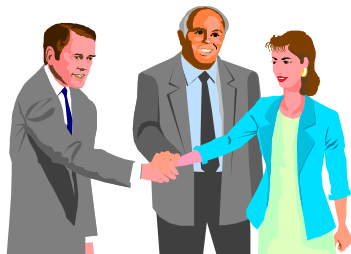
In this course supervisors are introduced to collaborative strategies and skills for one-on-one and team relationships. The course focuses on developing openness and trust, valuing individual strengths and differences, and increasing the productivity of individuals by working together. **You will benefit by:** identifying the characteristics of high-performance teams, creating conditions that promote high-performance teams, understanding the role of the supervisor in developing a high-performance team, and developing a written plan to apply the principles of team building to any work group.

Schedule: This half-day course is not scheduled this quarter; call 2-3410 to be placed on the waitlist.

Who Should Attend: New supervisors, group leaders and foremen

Format: Video, group exercises and facilitated group discussion presented by Performance Development

Cost: \$25 for participant materials



Supervisory Roles and Responsibilities Overview (HR600)

This introductory course provides the supervisor with an overview of basic supervisory skills and presents a clear definition of both the supervisor's role as a member of Laboratory management and supervisory responsibilities for complying with ANL policies and employment laws governing the workplace. **You will benefit by:** understanding Laboratory expectations for you as a supervisor at Argonne National Laboratory. You will also learn basic supervisory skills for creating positive interactions with your direct reports and effectively managing the performance of your employees.

Schedule: This half-day course is not scheduled this quarter; call 2-3410 to be placed on the waitlist.

Who Should Attend: New supervisors

Format: Facilitated group discussion and case studies presented by Performance Development

Cost: No cost to division

Fitness for Duty (HR226)

Employees are required to report to work fit and able to perform the essential functions of the assigned job. Supervisors are responsible for referring an employee to the Medical Department if there is a concern for that employee's fitness for duty. This course provides supervisors with an awareness of their responsibilities and the support they can receive from other Argonne groups when dealing with fitness for duty situations. It also sensitizes supervisors to the challenges of dealing with the emotions and behaviors of employees when their fitness for duty is questioned. **You will benefit by:** being introduced to the groups available to help you in fitness for duty situations and learning about the role each group plays, learning how to properly confront an employee whose fitness for duty you question, and learning about your role and responsibility as a supervisor in a fitness for duty situation.

Schedule: This half-day course is not scheduled this quarter; call 2-3410 for schedule and cost information.

Who Should Attend: Managers, supervisors, foremen and/or supervisory personnel responsible for the work and safety of other employees

Format: Facilitated group discussion and simulated interactions utilizing professional actors

Preventing Sexual Harassment for Supervisors (HR140)

As a supervisor, you have certain responsibilities in addressing sexual harassment in the workplace. Test your knowledge and learn to recognize inappropriate behavior. **You will benefit by:** learning the difference between friendly behavior versus sexual harassment. You will also gain insight into your responsibilities as a supervisor.

Schedule: This two-hour course is not scheduled this quarter; call 2-3021 for information on future dates.

Who Should Attend: Supervisors, managers, group leaders, and foremen

Format: Video and facilitated case studies presented by the Diversity Program Office, HR

Cost: No cost to division

PROGRAM AND PROJECT MANAGEMENT

Program Development (HR242)

Custom designed to assist Federally-funded research and development centers expand their sponsor base in a world of reduced government spending, this course covers a variety of topics to aid participants in developing focused marketing strategies. **You will benefit by:** learning the methodology, skills, tools, and techniques needed to both establish new business alliances and better manage ongoing sponsor relationships.

Schedule: This two day course is not scheduled this quarter; call 2-3410 to be placed on the waitlist.

Who Should Attend: All employees

Format: Facilitated discussion and group exercises presented by Lore International Institute

Cost: \$795 with a minimum of 20 participants (cost may increase with fewer participants)



Writing R & D Proposals (HR223)

Maximize your proposal productivity with this course designed for proposal writers in Federally-funded research and development centers. The course offers an understanding of the unique rules and regulations for proposals faced in this environment by presenting a disciplined, simple, and clear approach to preparing a "winning" proposal – one that persuades a sponsor or customer to fund a project. **You will benefit by:** learning a systematic process to produce a better product in less time. You will learn how to schedule and manage the proposal from beginning to follow-up. You will learn how to package your proposal, giving sponsors or customers a compelling reason to fund your project without sacrificing the integrity of technical or scientific content. The process is flexible and can easily be adapted to any kind of proposal – from small and unstructured to large and rigidly controlled.

Schedule: Monday and Tuesday, January 29-30, 8:30–5:00 p.m. in Building 401, Room E1100

Who Should Attend: All employees

Format: Facilitated discussion and group exercises presented by Lore International Institute

Cost: \$750 with a minimum of 20 participants (cost may increase with fewer participants)

Successful Project Management (HR241)

This course is for those who oversee projects, both large and small. **You will benefit by:** developing the insights and skills needed to define, plan and assign work; obtain meaningful commitments; manage risk; monitor and evaluate results; and correct mistakes within approved budgets and schedules. Individual and group exercises provide participants an opportunity to apply these concepts and practice skills.

Schedule: Thursday and Friday, January 18-19, 8:30–5:00 p.m. in Building 401, Room E 1100

Who Should Attend: All employees

Format: Facilitated discussion and group exercises presented by Arnold M. Ruskin, P.E., Ph.D., California Institute of Technology

Cost: \$795 with a minimum of 20 participants (cost may increase with fewer participants)

High Risk Property Management (HR246)

This course is for all individuals who are responsible for the acquisition, management or disposal of property at Argonne. If your job involves property management, you need to be aware of property items that are considered "high risk" and you need to know who to contact if you have concerns. **You will benefit by:** developing a basic understanding of high-risk property and proliferation-sensitive equipment, materials and technology and discussing policies, regulations, directives and guidelines that are relevant to ANL property and technical information.

Schedule: This course is not scheduled this quarter; call 2-3410 to be placed on the waitlist.

Who Should Attend: Division property representatives and individuals involved in the procurement, management or disposal of property

Format: Group exercises and facilitated group discussion presented by Technology Development Division and Office of Safeguards and Security

Cost: No cost to division

Implementing a Project at Argonne (HR239)

Even with the best project management skills, implementing a project at Argonne can be a challenge due to the unique requirements and special regulations with which we must comply. This course is designed to enhance your awareness of the project management support available and the special requirements at Argonne National Laboratory. The course is applicable to anyone involved in managing a project at Argonne, from smaller projects that may involve renovation of an existing space to meet project requirements to larger projects requiring construction. **You will benefit by:** developing an awareness of the special requirements associated with implementing a project, with specific reference to lead-time required for various milestones, costs associated with various events, and compliance requirements. The course will also enable project originators to identify and work more effectively with project support personnel at Argonne.

Schedule: This half-day course is not scheduled this quarter; call 2-3410 to be placed on the waitlist.

Who Should Attend: All employees

Format: Project simulation and facilitated group discussion presented by PFS, ESH, OCF and Performance Development

Cost: No cost to division

PERSONAL EFFECTIVENESS

Time Management (HR486)

We all have twenty-four hours in each day. Why can some people accomplish more? This course will help you assess your current time management habits and examine the issues of choice and control and their impact on time management. **You will benefit by:** examining several time management techniques and improving your own self-management skills so that you will be able to manage your time more effectively.

Schedule: This half-day course is not scheduled this quarter, call 2-3410 to be placed on the waitlist.

Who Should Attend: All employees

Format: Video, planning exercises and facilitated group discussion presented by Performance Development

Cost: \$25 for participant materials

Facilitating Effective Meetings (HR636)

This course helps you effectively plan a meeting to ensure your goals are accomplished and to elicit full participation of all meeting attendees. **You will benefit by:** applying a six-step meeting process and practicing group facilitation techniques that will help you build consensus, handle conflict and keep meetings on target. You will also learn to deal effectively with difficult group members.

Schedule: Thursday, January 25, 1:00–5:00 p.m. in Building 201, Room 190

Who Should Attend: Everyone who must lead or facilitate meetings, work groups, or project teams

Format: Video, group exercises and facilitated group discussion presented by Performance Development

Cost: \$25 for participant materials



Sharpening Your Business Writing Skills (HR325)

This course will help you meet the challenge of writing business documents and help enhance the skills you already have. **You will benefit by:** understanding the writing process from getting started to organizing and expressing ideas, understanding the formats of technical writing used in memos, reports, letters and visual aids, learning basic principles of readability, reviewing grammar and punctuation, and drafting documents that get results, gain attention and earn recognition.

Schedule: This course is not scheduled this quarter, call 2-3410 to be placed on the waitlist.

Who Should Attend: All employees

Format: Exercises, writing assignments and facilitated group discussion

Cost: \$250 with a minimum of 10 participants



Win The Paper Chase (HR400)

This course presents a systematic approach to dealing with the mountain of papers that end up on our desks on any given day. **You will benefit by:** learning how to set up a classification and label system to achieve fingertip file management, learning how to eliminate the stacks of papers and files that seem to appear overnight on our desks, and learning how to save time searching for papers, increasing productivity and efficiency in both the retrieval of files and desk organization. Note: This is a companion course to *Desk for Success*.

Schedule: Thursday, February 8, 1:00–5:00 p.m. in Building 201, Room 190

Who Should Attend: All employees

Format: Lecture and facilitated group discussion presented by Eileen Roth, *Everything in its Place*

Cost: \$115 with a minimum of 20 participants

NOTE: You must register for this class by February 1

Desk For Success (HR401)

This course presents a proven approach to regaining control of your desk and your office.

You will benefit by: learning the six principles to organizing your desktop, learning how to create an action file and how to sort mail rapidly, and learning the importance of creating a Personal Reference Book. Note: This is a companion course to *Win The Paper Chase*.

Schedule: Tuesday, February 13, 1:00–5:00 p.m. in Building 201, Room 190

Who Should Attend: All employees

Format: Lecture and facilitated group discussion presented by Eileen Roth, *Everything in its Place*

Cost: \$115 with a minimum of 20 participants

NOTE: You must register for this class by February 1

COMMUNICATION COURSES

Presentation Excellence (HR532)

This course helps you improve your presentation delivery by providing the techniques to look, sound and feel confident, organized and effective. The course teaches a system of presentation design that will provide you with the ability to organize your data and thoughts in a targeted message. **You will benefit by:** understanding how to control your nerves, discussing how to communicate effectively with your body and voice, and learning how to organize and develop a presentation that meets your objective, how to create visual aids with impact, and how to handle difficult questions.

Schedule: Thursday and Friday, March 15-16, 8:30–5:00 p.m. in Building 212, Room A157

Who Should Attend: All employees

Format: Facilitated group discussion and videotaped participant presentations presented by Performance Development

Cost: \$25 for participant materials

Building The Work Relationship (HR630)

This course aids in the understanding of how you perceive others and how others perceive you on the basis of behavioral clues, and what you can learn from those clues about working effectively with others. A profile of your working style will be developed from a brief survey that you will complete. **You will benefit by:** developing an awareness of how to adapt your style to that of others to reduce interpersonal tension within work relationships which will allow for a more collaborative focus on the job.

Schedule: This half-day course is not scheduled this quarter; call 2-3410 to be placed on the waitlist.

Who Should Attend: All employees

Format: Personal Profile, video, group exercises and facilitated group discussion presented by Performance Development

Cost: \$60 for participant materials



Dealing With Conflict in the Workplace (HR253)

This highly interactive course is designed to help you explore, develop and practice specific conflict management techniques for the workplace as you learn why interpersonal conflict develops and how to avoid it and defuse it once it starts. **You will benefit by:** learning how to recognize and apply strategies for dealing with conflict-prone personalities; developing skills in selecting when, how, and why to prefer various conflict avoidance and conflict management styles, and understanding how to assertively take positions and even disagree with others without provoking conflict.

Schedule: Call Performance Development at 2-3410 for schedule and cost information.

Who Should Attend: All employees

Format: Interactive group discussion, instructor presentation, case study, written exercises

EEO / DIVERSITY

Diversity Awareness (HR139)

Do you know what diversity is or how it compares to equal opportunity and affirmative action? Test your own level of diversity awareness. **You will benefit by:** developing an understanding of diversity. You will increase your sensitivity to cultural, gender, and other differences and gain insight into your own behaviors.

Schedule: This 2-hour course is not scheduled this quarter; call 2-3021 for information on future dates.

Who Should Attend: All employees

Format: Video, group discussion and facilitated case studies presented by the Diversity Program Office

Cost: No cost to division

Preventing Sexual Harassment (HR137)

Do you know what sexual harassment is? Here's an opportunity to test your knowledge and find out what to do if you're the target of such behavior.

You will benefit by: learning how to identify and address sexual harassment behaviors. You will also learn to differentiate between friendly behavior and sexual harassment.

Schedule: This 2-hour course is not scheduled this quarter; call 2-3021 for information on future dates.

Who Should Attend: All employees

Format: Group discussion and facilitated case studies presented by the Diversity Program Office

Cost: No cost to division

Web-Based Sexual Harassment Module (HR700)

This course is now available on-line in a self-paced version. It can be accessed through the Diversity Program Office Home Page starting at www.hr.anl.gov.

ADMINISTRATIVE ASSISTANT/SECRETARIAL

Certified Professional Secretary Review: Financial Principles (HR554)

This course prepares secretaries and administrative assistants for the financial principles section of the CPS exam. **You will benefit by:** learning about basic concepts of economics, international trade, principles and procedures of accounting and interpretation of financial statements. Note: This course is recommended as one of six courses designed for individuals who wish to raise their level of professionalism in areas included in the Certified Professional Secretaries exam.

Schedule: Tuesday and Thursday, January 16-February 15, 11:30 a.m. to 1:00 p.m. in Building 201, Room 172

Who Should Attend: Clerical, secretarial and administrative personnel

Format: Textbook assignments and group discussion presented by *Pat Mansfield, Training Consultants*

Cost: \$210 for participant materials and instruction

LANGUAGE COURSES

Russian Language (HR164)

This course offers both beginning and intermediate coverage of reading, writing, and speaking the Russian language. **You will benefit by:** learning the Russian language from a native Russian.

Schedule: Tuesdays and Thursdays, beginning January 9, 10:00 a.m. for Beginning class and 11:30 a.m. for Intermediate class, in Building 208, Room A262

Who Should Attend: All employees

Format: Exercises, writing assignments and facilitated group discussion presented by Lily Huberman, instructor

Cost: \$225 for participant materials and instruction

English As A Second Language (HR534)

This course is designed to help non-native speakers improve their English language skills on the job. **You will benefit by:** addressing your individual language needs through a culturally interactive approach that includes practical listening skills, practical speaking skills and practical writing skills. Note: all new ESL participants must complete a pretest at an additional \$30 charge.

Schedule: This course is ongoing, call 2-3410 to be placed on the waitlist.

Who Should Attend: All employees

Format: Exercises, writing assignments and facilitated group discussion presented the College of DuPage

Cost: \$400 per participant for books and instruction based on 20 participants (cost may increase with fewer participants)

BROWN BAG LUNCH SEMINARS

Consider attending one of the following brown bag lunch seminars and improving an area of your professional or personal life. These seminars are for anyone who wishes to enrich their life with a great learning experience. The seminars are presented by *Pat Mansfield Training Consultants* via lecture and facilitated group discussion. The cost is \$40 per participant for each seminar.

Successful Self-Management (HR237)

This seminar will position you to make dramatic improvements in your personal productivity, accomplishments and satisfaction using a logical five-step plan.

Schedule: Tuesday, February 27, 11:30 a.m. to 1:00 p.m. in Building 201, Room 238

Stop Procrastinating (HR233)

This seminar will show you how to become more productive at work. Recognize procrastination patterns in the workplace and learn how to overcome them.

Schedule: Thursday, March 22, 11:30 a.m. to 1:00 p.m. in Building 201, Room 238





CD-BASED COURSES

With busy work schedules and differing learning styles some of us are not able, or not inclined, to attend instructor-led courses. Internet-based programs and CD courses may provide the answer to your development needs.

Effective Writing

This CD-based workshop helps you write reports and compose letters and memos that demand attention and get results. Working at your own pace, you will learn how to better define your audience, organize your ideas and draft and polish the final document. Estimated completion time is three hours.

To Reserve: Contact Performance Development at 2-3410

Cost: \$30 per ten-day reservation

If you are interested in additional CD-based courses, contact our Performance Development office at extension 2-3410.



Special Notes for the Winter Quarter

*The Supervisory Role in
Managing Employee Issues* pg. 1

Get Organized in the New Year!

Win the Paper Chase pg. 5

Desk for Success pg. 5

Earn your Certified Professional Secretary rating – enroll in:

CPS Review: Financial Principles pg. 7

Try our web-based and CD-based courses:

Preventing Sexual Harassment pg. 6

Effective Writing pg. 8

**Call Performance Development at
2-3410 for more information**

Instructions For Enrollment

The HR-PD class schedules are available on-line at:
http://www.hr.anl.gov/hrdepts/pd/new_pd/2001win.pdf
on the Performance Development web page
under Human Resources.

The **Winter Schedule** contains descriptions of
ANL-E courses offered through Human
Resources/Performance Development during
January, February and March 2001.

To enroll in courses:

1. Discuss with and obtain approval through
your division/department office;
2. Complete the enrollment form found on this
page (be sure to obtain the appropriate cost
code and signature);
3. **Give the completed form to your Training
Management System (TMS)
Representative.** You must be enrolled
through the TMS system to officially reserve
a space in any course. (NOTE: TMS
Representative should forward a copy of any
form containing cost code information to
Betty Iwan, Performance Development,
Human Resources, 201)
4. If you are unable to attend a course, **please
cancel your enrollment at least 7 days
prior to the session or arrange for
someone else in your division to attend
in your absence.** Failure to do so **will**
result in your division/department being
charged for the course. Courses with
deadlines will be charged if cancelled after
the deadline date.

ACCOMMODATIONS: If you require any
special accommodation or want to inquire
about the accessibility of a conference room,
please call Performance Development at 2-
3410.

ENROLLMENT FORM

Instructions: Complete this form, and give it to your
TMS Representative.

Course Number _____

Course Name _____

Date/Time _____

Name _____

Badge _____

Division/Department _____

Building/Room _____

Phone _____

TMS Representative:

Name _____

Phone _____

Division/Department Approval (**required ***)

*Divisional Cost Code _____

*Division Approval _____

*Cost \$ _____

***Required if there is a cost associated with the
course**

TMS Representatives: Please forward enrollment
form to Betty Iwan, Performance Development, HR,
Building 201 or fax to Betty at 2-5040.